

**Department of Personnel Administration
Memorandum**

TO: Personnel Management Liaisons (PML)

SUBJECT: State of California Workforce Planning Model	REFERENCE NUMBER: 2006-009
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This memorandum should be forwarded to:

Personnel Officers

FROM: Department of Personnel Administration
Policy and Operations Division

CONTACT: Myrna Gregory, Staff Personnel Program Analyst
(916) 322-3748
Fax: (916) 327-1886
Email: MyrnaGregory@dpa.ca.gov

I am happy to inform you the [State of California Workforce Planning Model](#) is now available on the Department of Personnel Administration's webpage.

I believe you will find the Model an invaluable tool in supporting your department's workforce plan development efforts. It serves as a template that can be used on a consistent basis across all departments.

This Model may seem familiar to those of you who have researched the subject of workforce planning—it is based on plans developed by other states, the federal government, and other jurisdictions. Although terminology may vary, and some models may have as many as nine steps, while others have as few as four steps, we have found through our research, that ultimately the same functions must be performed to develop a workforce plan.

The State of California Workforce Planning Model identifies those functions in the following seven steps:

- Review Strategic Plan
- Identify Work Functions
- Identify Staffing Requirements
- Project Workforce Supply
- Analyze Workforce Gaps
- Develop Priorities and Solutions
- Evaluate the Plan

The Model assists you in conducting an analysis of present workforce staffing and competencies; identifying staffing and competencies needed in the future, based on the goals of your department's strategic plan; comparing the present workforce to future needs to identify

gaps and surpluses; developing plans for building the workforce needed in the future; and evaluating the process to ensure that the workforce competency model remains valid, and that objectives are being met.

As with any major project, it is imperative that executive management fully supports the project and makes the necessary staffing available to accomplish the work. In smaller departments, this may be an individual "point person" or coordinator who works with identified staff in each program area to develop the workforce plan(s) and timeframes. In larger departments, the effort may require an established workgroup of several key staff devoted to the task.

The capacity to do workforce planning is developed over time; therefore, it is critical to begin carefully and validate analysis at each step. We encourage large organizations to begin with a subset of the workforce—perhaps a single program area—and expand planning through the remainder of the department as skills and experience develop over time.

We anticipate that many departments lack workforce planning expertise. We are working with the Department of General Services to develop a Master Service Agreement, which will elicit services from contractors who have such expertise and are interested in entering into contracts with departments who wish to use them.

Additionally, the Governor has included in the Fiscal Year 2006/07 proposed budget a managerial position at DPA to provide workforce planning leadership and consultative services to departments. This individual will also facilitate networking among departments for purposes of sharing best practices and lessons learned.

As always, DPA Classification and Compensation Division staff will be available to consult with you regarding the model, as well as assist you in developing solutions to classification issues. The State Personnel Board will be available to assist you in developing solutions to recruitment and selection issues. Beginning in March, SPB will offer a one-day [introduction to workforce planning](#) class. A list of references to other entities that have actually completed a workforce planning effort is included in the last few pages of the State of California Workforce Planning Model document. I believe you will find all of these resources helpful.

I wish you success in your workforce planning efforts and obtaining the human resources needed to provide excellent service to the citizens of the State of California now and into the future.

/s/Michael T. Navarro

Michael T. Navarro
Director
Department of Personnel Administration